

Vision:
To be the nationwide best practice for grant management and administration as well as a premier leader in cybersecurity among all state homeland security departments.

Mission:
Protect Arizona by providing strategic direction and access to resources that will enable all of the State’s homeland security stakeholders to achieve our collective goals of: preventing terrorist attacks; enhancing border security; heightening cybersecurity efforts; reducing our vulnerability to all critical hazards; enhancing the capacity and expertise to plan for, mitigate, respond to and recover from all critical hazards that affect the safety, well-being, and economic security of Arizona; and building the resiliency of Arizona.

Agency Description:
The Department administers federal grants to State and local agencies to protect our border and prevent or reduce Arizona’s vulnerability from terrorist attacks, as well as, driving best-in-class, enterprise-wide security solutions in an effort to ensure that all cybersecurity initiatives are coordinated and compliant.

Executive Summary:
The focus of the Department for Fiscal Year 2022 will be: to comply with all grant guidelines including obligating funds within 45 days of receipt of the 2021 grant award and monitoring subrecipients to ensure their compliance with grant guidelines; assist in identifying resources that can be used and shared statewide to strengthen the ability to work together to address common threats and vulnerabilities across the state; enhance public safety improve enterprise efficiencies, and enhance the overall cybersecurity, privacy, and resiliency of all data and systems throughout the State through statewide collaboration and leveraging partnerships.

The Department will develop and implement a telework program and increase efficiency by exploring automated systems, analyzing reimbursement data and engaging with stakeholders to minimize the amount of days to process completed reimbursements.

Summary of Multi-Year Strategic Priorities			
#	Five Year Strategy	Start Year	Progress / Successes
1	Effectively manage homeland security grant funds	2017	<ul style="list-style-type: none">Operation Stonegarden Grants have funded 429,477 hours of law enforcement overtime, 150,254 vehicle stops, and 6,177 arrests, in an effort to secure our borderAZDOHS has monitored 996 subrecipient projects through site visits and desk reviews to ensure 100% compliance on grant awardsMonitoring and oversight of grant funding has ensured over 99% of grant funding is utilized
2	Provide strategic direction and improve regional collaboration on homeland security issues within Arizona	2017	<ul style="list-style-type: none">Developed a cyber fraud investigation team with the Maricopa County Attorney’s OfficeEstablished the Arizona Cyber Safety Speakers Bureau to provide community trainingConducted a Cyber Disruption Workshop for northern Arizona
3	Create a more efficient Department	2017	<ul style="list-style-type: none">Engaged our stakeholders on a 1-on1 basis to ensure education and mentorship occursConducted stakeholder seminars to improve the reimbursement processConducted outreach and updated website to provide current policies and proceduresDecreased the AZDOHS average reimbursement processing time from 42 to 10.38 calendar days, in order to minimize stakeholder capital outlay (75% reduction)

Strategy #	FY22 Annual Objectives	Objective Metrics	Annual Initiatives
#1	Maintain compliance with federal grant guidance	Percent compliance with federal grant mandates Number of projects monitored	<ul style="list-style-type: none"> • Reallocate funding from projects that do not expend their awarded amount to other projects that need funding to further support the homeland security mission • Ensure the success of Operation Stonegarden by conducting integrated planning team meetings and monitor key statistics such as: vehicle stops, overtime hours worked, and illegal aliens apprehended
#2	Maintain or improve the States' cybersecurity risk score	Retain statewide cybersecurity risk score of 725	<ul style="list-style-type: none"> • Build the statewide capacity to defend against cyber attacks • Provide cybersecurity tools, incident response services and assessment capabilities to safeguard the networks and systems that support the essential operations of the State of Arizona
#3	Decrease or reduce days to reimburse stakeholders Increase the number or percentage of eligible telework hours	Average number of days to process completed reimbursement requests Percent of eligible telework hours	<ul style="list-style-type: none"> • Continuously seek ways to improve our internal processes • Engage with stakeholders on a 1-on-1 basis • Continuously collect and analyze data to determine reasons for delays • Explore automated systems to enhance grant related processes • Develop and implement the telework program to include: establish eligibility criteria and schedules, update standard work, identify equipment needs, establish reporting and evaluation requirements, and design/redesign floor plans and functionality

